



2019 ANNUAL REPORT

Mission

The U.S. Trade and Development Agency helps companies create U.S. jobs through the export of U.S. goods and services for priority development projects in emerging economies. USTDA links U.S. businesses to export opportunities by funding project preparation and partnership building activities that develop sustainable infrastructure and foster economic growth in partner countries.

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Message from the Acting Director

For nearly 30 years, the U.S. Trade and Development Agency has stood apart by fulfilling a mission as vital as it is unique. To date, we have supported more than 4,000 project activities and connected thousands of U.S. businesses with overseas decision makers – which has directly generated more than \$73 billion in U.S. exports. USTDA represents a signature resource of creative program design, reliable delivery and proven results.

In 2019, our Agency completed the most impactful and consequential year in its history, including the launching of strategic initiatives in Africa and the Indo-Pacific region. These initiatives will extend our ability to lead in our priority sectors of telecommunications, transportation and energy – alongside our newest programming in agribusiness and health care.

In doing so, we kept our commitment to opening markets for U.S. industry. We developed new and trusted overseas partnerships. And we continued building a culture of true and lasting value for our essential stakeholders across the nation and around the world.

After reviewing this Annual report, I believe you will agree that our future holds even more promise.

USTDA is the only federal agency that is Congressionally mandated to engage with the U.S. private sector in infrastructure projects at the critical early stages when design and technology options are drafted, defined and determined. And our outstanding team has capabilities that are unique within the U.S. government and advance a fundamental understanding of how American solutions can be applied to the development needs of our overseas partners.

USTDA has a saying: Our relationships and partnerships are built to last. The same principle

describes our commitment to leave behind a legacy of quality infrastructure, sustainable growth and equal access to opportunity.

Our projects are inclusive and forward-looking. We plan and prepare the feasibility studies, technical assistance and pilot projects that make up the first steps of any developing region's sustainable economic future. We are a critical tool in today's precision age of global development because we can tailor solutions that help communities and their people address immediate and specific needs.

This guarantees a path for U.S. companies to gain access to new export opportunities in the world's fastest-growing dynamic economies. And it ensures that our overseas partners are matched with cutting-edge U.S. innovations.

Our approach is paying extraordinary dividends: Every \$1 invested by USTDA delivers \$111 in U.S. exports – a return on investment for which anyone would be proud.

Ultimately, USTDA comprehensively focuses its work on activities that fundamentally level the playing field for U.S. industry. As a result, the best of this country is showcased around the globe: American technology, American manufacturing and American expertise that supports American jobs and growth.

We are honored to be at this forefront of economic development and foreign policy. And we will continue to fulfill our mission and mandate on behalf of U.S. industry and our partners around the globe.



Thomas R. Hardy

A handwritten signature in blue ink that reads "Th R. Hardy". The signature is stylized with a large, sweeping "H" and a long, horizontal stroke under the "R".

Thomas R. Hardy
Director (Acting)

Advancing Infrastructure Overseas, Generating Jobs and Exports at Home

The U.S. Trade and Development Agency executes an ever-increasing range of analyses, assessments and relationship-building at home and overseas. Mandated to position U.S. industry for participation in infrastructure projects at the critical early stages, USTDA has developed a core of unique capabilities, combined with a commitment to forming strategic and trusted partnerships that advance the infrastructure goals of partner countries.



The USTDA approach is today making a critical difference through a unique blend of tools that ensure U.S. industry can access the high-growth emerging markets where they can expand American exports and create new jobs:

- Feasibility Studies
- Technical Assistance
- Pilot Projects
- Reverse Trade Missions
- Industry Conferences and Workshops



Feasibility Studies

USTDA evaluates the full range of factors that determine the viability of overseas infrastructure projects. Feasibility studies provide a roadmap leading project developers from concept to blueprint to groundbreaking. All USTDA feasibility studies are led by U.S. companies, ensuring overseas partners benefit from American expertise, high-quality solutions and international best practices.



Success Story: Honduras

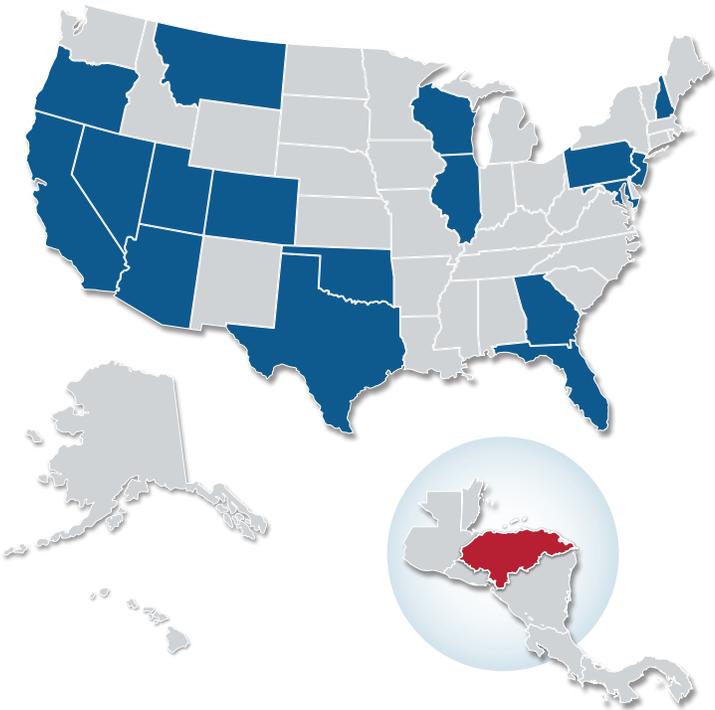
Less than 20 years ago, more than half of all the electricity used in Honduras was produced by hydroelectric facilities that were exceedingly vulnerable to irregular rainfall. The country also relied on expensive and environmentally unsound diesel-run power plants that were insufficient to meet the country’s growing electricity demand. In response, USTDA collaborated with the Inter-American Development Bank (IDB), established a partnership with the Government of Honduras, and funded a study to develop new geothermal power generation at the Platanares field in western Honduras that is now supplying power to an estimated 100,000 homes.

Through detailed market, technology and economic analyses, the USTDA/IDB study concluded that the Platanares site could support a 35-megawatt geothermal power generation facility. As a result, the Government of Honduras awarded concession rights to Electricidad de Cortes S.A., a local power generation company that signed a contract with Nevada-based Ormat Technologies, Inc. to build and operate the facility.

During the power plant’s development phase, Ormat leveraged the expertise of the U.S. geothermal industry by sourcing goods and services from more than 70 U.S. suppliers across 17 states. In 2018, the plant received \$135 million in financing from the U.S. Overseas Private Investment Corporation and was inaugurated as the first utility-scale geothermal power facility in Honduras. The Platanares geothermal plant represents a major success in Honduras’ goal to expand energy access and utilize clean and renewable sources.

EXPORTS FROM
70
U.S. COMPANIES

ACROSS
17
STATES



Reverse Trade Missions

U STDA created this variation on trade delegations that bring overseas decision-makers and project sponsors to the United States to connect them with the innovative solutions of U.S. companies. While here, visitors observe the best of American design, manufacture and operations, and gain an appreciation of the ideal products and services for their infrastructure goals.



23

**REVERSE TRADE
MISSIONS**



1,924

**TOTAL
PARTICIPANTS**



81

**U.S. CITIES
VISITED**



1,459

**U.S. COMPANIES
PARTICIPATED**



Success Story: Nigeria

Every year, more than 115,000 people are diagnosed with cancer in Nigeria, and at least half will require radiotherapy for their treatment. In February 2019, H.E. President Muhammadu Buhari, President of the Federal Republic of Nigeria, and other dignitaries joined Varian Medical Systems of Palo Alto, CA at a ceremony to commission the Nigeria Sovereign Investment Authority–Lagos University Teaching Hospital (NSIA-LUTH) Cancer Treatment Centre.

The facility is equipped with the most innovative cancer therapy solutions from General Electric and Varian, enabling the most state-of-the-art treatments to be delivered for the first time in Nigeria. This will transform cancer treatment and detection in Nigeria and across the region, making NSIA-LUTH a model for future cancer treatment facilities across West Africa.

This successful initiative followed a USTDA-hosted visit for a joint Nigerian/Kenyan delegation that introduced cutting-edge American health care sector technologies and solutions. At the time, Nigeria had only six radiation therapy machines that did not meet the needs of the Nigerian people.

It was during this visit that the African delegation learned about new solutions for cancer detection and treatment manufactured by Varian, General Electric and other U.S. suppliers. The delegates toured several hospitals and health facilities to gain firsthand experience with the latest U.S. health care technologies. Following the visit, the NSIA-LUTH Cancer Treatment Centre purchased Varian’s Halcyon, an advanced cancer therapy solution improving patient capacity and treatment precision. The Halcyon was also designed to operate with a 50 percent reduction of electricity and water requirements, an ideal solution for operations in challenging infrastructure environments.



Professor Chris Bode, Chief Medical Director of NSIA-LUTH said: “Varian will also be deploying a Training Centre to our Institution in support of human capacity development in radiotherapy across the sub-region – the first of its kind in West Africa.”

Jean-Luc Devleeschauwer, President, Varian Oncology Systems EMEIA, added: “We look forward to the completion of the installation and the education and training of the NSIA-LUTH staff, as the hospital becomes a beacon of hope for cancer patients across the country.”

Technical Assistance

U STDA provides technical assistance to help create legal and regulatory environments that are conducive to increased U.S. exports in key markets. Technical assistance involves a range of activities from developing industry standards for smart grid technologies, to strengthening a country's capacity for trade by modernizing its port infrastructure. These activities help projects attract financing and advance to implementation.



Success Story: Vietnam

With a fast-growing economy, Vietnam needs modernized electricity infrastructure, including investments in power generation, transmission and distribution capacity. At the request of the National Power Transmission Corporation of Vietnam (NPT), USTDA funded the development of an information technology roadmap for grid modernization and enhanced compatibility with neighboring countries.

The technical assistance reviewed smart grid applications and automation options, resulting in a 10-year roadmap for modernization of the power transmission grid system through IT technologies and systems. The roadmap also recommended that implementation occur in three phases based on economic, financial and high-level cost benefit analyses.

NPT followed the roadmap's recommendations and even accelerated project implementation to best serve its customers. So far, NPT has completed phase 1 and some of the tasks of phase II including improving the IT infrastructure, constructing a WAN network, applying new technologies such as VoIP, and implementing shared data centers.

NPT also sought advice in procuring high-quality equipment for transmission systems upgrades to avoid the industrial and economic risks in opting for low-cost, low-quality power solutions. As a result of USTDA's assistance, six American firms gained the opportunity to supply advanced smart grid technology solutions, helping Vietnam better manage the growth of its power sector. In addition, greater efficiency of the national grid is helping Vietnam reduce load losses and outages, as well as strengthen reliability to its electricity consumers.

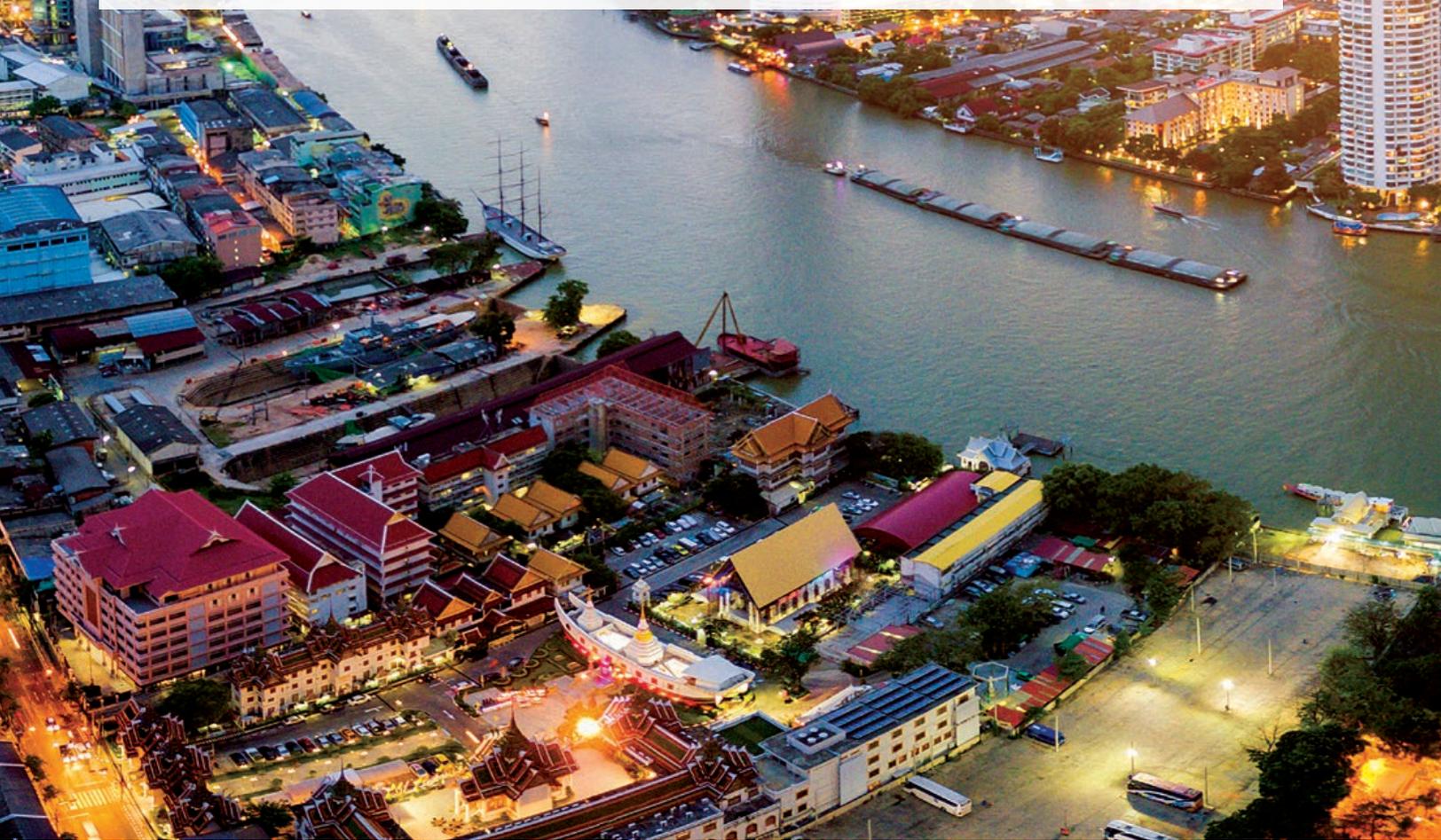
Mr. Dang Phan Tuong, NPT's Chairman of the Board of Directors, described the program this way: "USTDA has provided us with great assistance through their consultancy and knowledge that

connected us with U.S. companies supplying infrastructure, transmission, IT solutions and power equipment. USTDA's support has allowed us to gain more experience for better operation of our business."



A Demand-Driven Agency Responding Around the World

What does it mean to be a “demand-driven agency”? For USTDA, it is a fundamental commitment to learning and understanding the innovative capabilities of our U.S. industry partners, as well as the infrastructure needs and development goals of our global partners. This is more than a form of customer service; it is the fundamental design of the Agency. By responding comprehensively to overseas infrastructure priorities – and matching them with U.S. innovation and expertise – USTDA is improving development outcomes for partner countries and increasing export opportunities for U.S. companies.



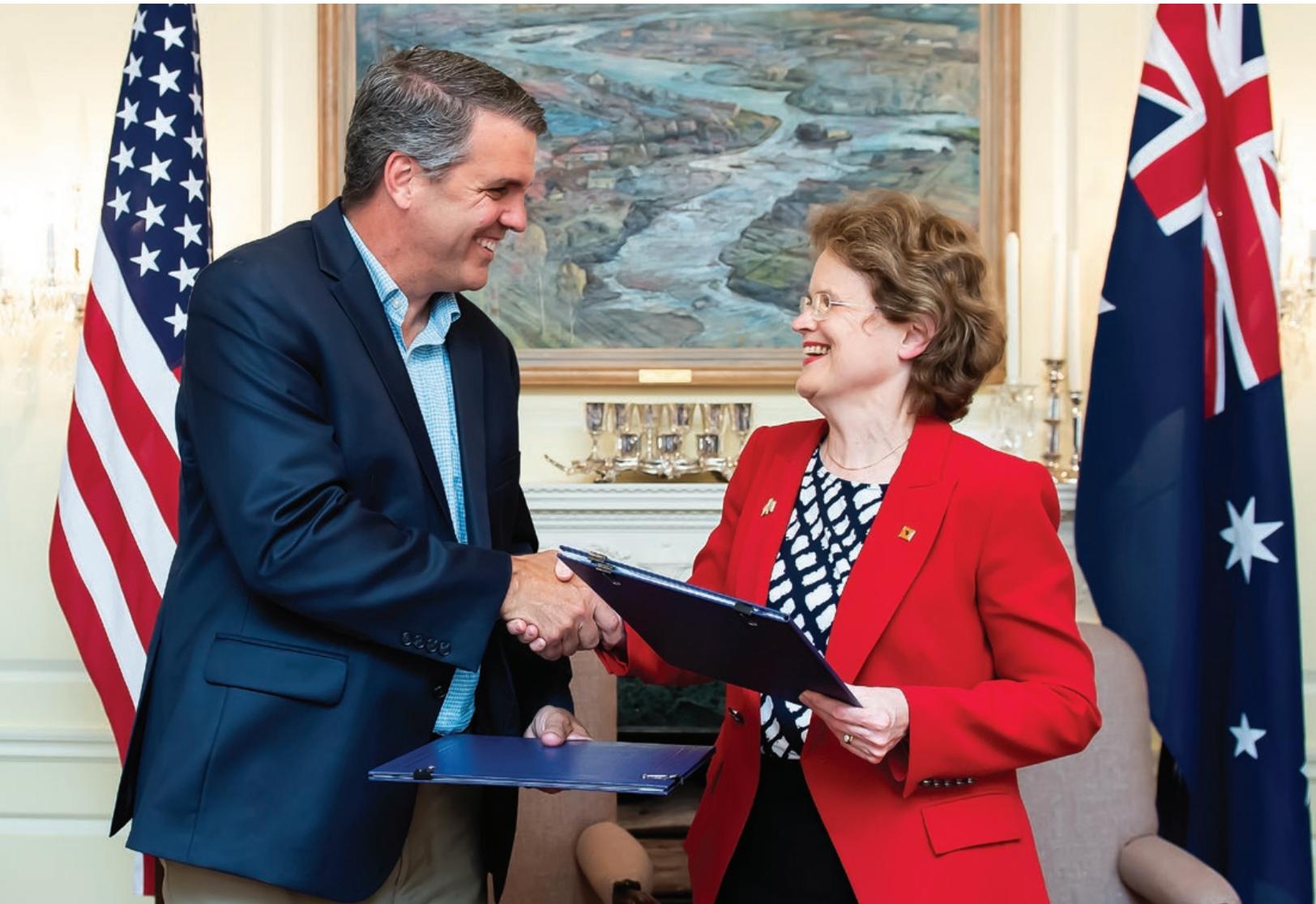


INITIATIVES

The Indo-Pacific: A New Commitment to a Priority Region

For decades, USTDA has utilized a comprehensive range of economic growth strategies that span the entire Indo-Pacific region. Through uniquely creative approaches, the Agency has advanced more than 800 infrastructure development activities in the region – every one of them with the cooperation and partnership of

leaders at home and overseas. With new regional partners including the Government of Australia and support from the U.S. Department of State, USTDA is committed to doubling its impact in the Indo-Pacific, with both newly available funding and additional personnel on the ground throughout the region.



The Philippines: Cloud First

The Government of the Philippines adopted a “Cloud First” strategy in January 2017, mandating that all government agencies implement cloud computing as the preferred information and communications technology deployment strategy for internal use and for delivery of online public services.

To support this transition, USTDA awarded a grant to the Philippines Department of Information and Communications Technology (DICT). The grant will provide DICT with a comprehensive assessment of the overall cloud computing environment in the Philippines and define the strategy and organizational structure for a Cloud Center of Excellence—a standing body funded through a public-private partnership that will introduce international best practices and training to facilitate cloud adoption. Leading U.S. cloud service providers will be part of the Cloud Center of Excellence.

Government benefits from cloud computing include enhanced resilience, rapid project implementation, greater energy efficiency and enhanced cybersecurity. The technology also reduces costs by eliminating initial upfront expenditures for hardware, software and development tools.

“Our partnership with DICT creates landmark opportunities for U.S. companies to deliver the most advanced cloud computing technology and services,” said Verinda Fike, USTDA Regional Director for the Indo-Pacific. “It’s especially good news for the Philippines’ goal of providing more convenient and modernized public services to its citizens.”



The project offers an excellent opportunity for USTDA to further advance the U.S. government’s Digital Connectivity and Cybersecurity Partnership — supporting the development of open, interoperable, reliable and secure communications in the Indo-Pacific region.

Meeting Energy Demand in Thailand

As part of reopening in Thailand, USTDA awarded a grant to the local renewable energy company, Blue Solar, supporting the development of a solar photovoltaic power plant with an integrated energy storage system in Suphan Buri Province, northwest of Bangkok. The project represents one of the first private sector deployments of utility-scale battery storage in the country.

With a growing energy demand, Thailand has a need for stable and affordable power that can drive continued economic growth. Implementation of the project will support Thailand’s goals to increase the country’s clean energy mix and provide new opportunities for U.S. firms to supply solar and energy storage solutions. The USTDA-funded study will help Blue Solar assess the project’s viability and deliver the designs and analysis required for financing and implementation. This partnership advances the U.S. government’s AsiaEDGE initiative to support sustainable and secure energy markets in the Indo-Pacific region.



INITIATIVES

Access Africa: A Unique Partnership

Access Africa is a partnership between USTDA and U.S. industry leaders to support the development of quality ICT infrastructure and services across the continent. Working with public and private sectors, *Access Africa* brings together critical stakeholders to design targeted programming that advances inclusive, secure and sustainable connectivity. *Access Africa* partners directly contribute to the identification and execution of USTDA activities that support Africa's ICT sector, as well as the technical, regulatory, institutional and procurement priorities of its *Access Africa* partners. The Agency is also providing a framework for public and private

sector entities in the region to partner with trusted ICT solution providers in the United States.

USTDA and its U.S. industry partners launched *Access Africa* at the Corporate Council on Africa's U.S.-Africa Business Summit 2019. The first activities supported under the initiative included a feasibility study to help SEACOM, Ltd. evaluate the enterprise market for expanding fiber telecommunications services into Kenya, Rwanda, Tanzania and Uganda, as well as a pilot project for South Africa's Wireless Access Providers Association to utilize American technologies to help improve internet access for rural and semi-rural areas through harnessing unused digital spectrum.

INITIATIVES

Global Procurement Initiative

All over the world, countries are considering how their governments plan, pay and procure the goods and services they need to build quality infrastructure. This is the rationale behind USTDA's *Global Procurement Initiative: Understanding Best Value (GPI)*. It is making a difference.

Launched in 2013, the GPI helps public procurement officials in emerging economies establish practices and policies that utilize life-cycle cost analysis and best-value determinations to understand the total cost of ownership of public sector investments. It is a comprehensive curriculum of ideas informing overseas decision-makers about best practices to obtain the greatest value for money. This leads to more structured investments with overall savings to the government while also leveling the playing field for U.S. firms in international tenders.

Already with 11 partner countries, the GPI welcomed the Dominican Republic as an official country partner in 2019, renewed its partnership with Botswana, engaged with the Government of Kenya and signed a Memorandum of Understanding with the Government of Australia to work together under the shared vision of promoting best value procurement globally. USTDA also renewed its partnership with the Government Procurement Law Program at George Washington University Law School, expanded its resource of technical experts and continued its collaboration with multilateral development banks.



“What USTDA is doing with GPI is transformational by helping to ensure our partners are receiving value for their investments. We believe life-cycle cost analysis in public procurement will help all of our overseas partners make purchasing decisions that bring about more competitive tenders, increased quality and significant savings.”

— THOMAS R. HARDY, USTDA DIRECTOR (ACTING)

In 2019, the GPI celebrated significant achievements by its partners.

Botswana

In Botswana, GPI's partner, the Public Procurement and Asset Disposal Board of Botswana, established a coordinating unit to train procurement officials, introduced a professionalization career track for managers, implemented new anti-corruption policies and safeguards and developed intragovernmental mechanisms for digital procurement information sharing. These reforms will ultimately help procurement officials engage in the kind of informed decisions process that is proven to increase transparency, competition and best value.

Brazil

The GPI partnered with Brazil's Ministry of Economy to train more than 150 federal and state procurement officials on international best practices in best-value procurement of infrastructure. Subsequently, the Ministry of Economy launched the *Rede Nacional de Compras Públicas* (National Network of Public Procurement), a knowledge and resource hub for procurement officials across all levels of Brazil's government. This year, USTDA hosted 30 of those federal and state officials on a visit to Washington, D.C., Atlanta and Philadelphia to exchange best practices on value-based methodologies across the transportation, energy and ICT sectors.

INITIATIVES

Making Global Local

Making Global Local (MGL) is USTDA's touchpoint program, matching businesses in every corner of the United States with new customers and development opportunities in emerging, high-growth overseas markets. This invaluable resource builds relationships of trust, joining together entities at home and around the world who might otherwise never connect.

USTDA hosted 23 reverse trade missions in 2019, including 1,924 U.S. and overseas participants in 81 American cities. These visits allowed MGL members to meet and engage with foreign decision-makers to showcase American made solutions. USTDA-hosted business briefings and one-on-one meetings allowed U.S. companies to demonstrate how their capabilities match the purchasing needs of foreign buyers.

In 2019, MGL added 15 new partners, and now totals more than 90 partners across 33 states. This network participates in the full range of USTDA's export-promotion programs, including reverse trade missions, business briefings and overseas workshops. MGL streamlines USTDA's ability to share and support new global opportunities at the local level, giving the program a two-way capability to reach an alliance of partners.



The World Trade Center Utah is a new MGL partner working with USTDA to reach new business communities in Salt Lake City and the surrounding region. This resulted in networking opportunities in both Washington, D.C. and Utah, expanding the potential for new partnerships in the energy and transportation sectors.

INITIATIVES

Partnering with Small Businesses

In FY 2019, USTDA continued to engage with dynamic small business across the United States. Approximately 67 percent of the total value of all prime contracts awarded by USTDA went to small businesses, almost three times the Small Business Administration's target of 23 percent. Also, USTDA's commitment to small businesses spans its regional portfolios. For example, USTDA hosted a reverse trade mission for Brazilian telecommunications decision-makers working to

67%
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small businesses



expand internet access across the country. The delegates met with a range of U.S. companies, including Seaborn Networks — a Boston-based small business and developer-owner-operator of submarine fiber optic cable systems.

As a result, Seaborn Networks made several business-development trips to Brazil, resulting in an opportunity to develop a 6,500-mile-long submarine cable linking São Paulo to New York City. 'Seabras-1' went into operation in September 2017, which expanded internet access to remote areas across Brazil and enhanced broadband connectivity. This demonstrates how USTDA uses its tools to introduce overseas project sponsors to U.S. small businesses.



INITIATIVES

The U.S. Gas Infrastructure Exports Initiative

The need for increased energy access — and responsible resource use — is driving a robust global conversation about the best ways to power the future. In 2017, USTDA and industry partners launched the *U.S. Gas Infrastructure Exports Initiative*, connecting overseas project sponsors with cutting-edge American solutions. USTDA’s comprehensive approach embraces the energy lifecycle and includes earliest-stage project preparation assistance that informs how infrastructure projects are designed, financed and implemented. To date, USTDA’s gas portfolio has supported more than 300 projects in more than 70 countries, generating \$7.5 billion in U.S. gas sector exports.

In FY 2019, USTDA funded 12 activities in Africa, Asia and Latin America, with the potential to generate more than \$1.3 billion in U.S. exports. This included hosting five delegations of overseas gas project sponsors to see the design, manufacture and operation of cutting-edge U.S. technologies and equipment in the United States that can support gas infrastructure development. Additionally, USTDA funded seven new activities across the

gas value chain, including a study for a liquefied natural gas receiving terminal and distribution network in Guinea. The study is being conducted by Plum Energy LLC of Tukwila, WA, to support the diversification of Guinea’s energy sector, which currently depends on hydropower, diesel and heavy fuel oil. This project advances the goals of the Administration’s Prosper Africa and Doing Business in Africa initiatives.



Definitive Data + Reliable Results = Extraordinary Evaluation

USTDA employs a rigorous and carefully constructed evaluation process to establish project outcomes and inform future program decisions. The Agency measures project-specific data on a continuous and ongoing basis over the course of many years, allowing a true and consistent understanding of the overall effectiveness of USTDA's full range of programming.



The foundation for the Agency's success involves a carefully calculated monitoring and evaluation process that collects and analyzes essential information on the status and performance of all activities. Together, the twin priorities of insight and appraisal capture the clearest data and promote continuous learning that ensures shared accountability and enhanced investment impact.

The central focus of this work is conducted by USTDA's Office of Program Monitoring and Evaluation, which collects data directly from program stakeholders, evaluates impact and provides analysis on every USTDA-funded project to help inform the Agency's most important investment decisions.

This robust, evidence-based practice guides the Agency's proactive approach to shaping its demand-driven program activities and determining the best ways to adjust or redirect resources to achieve intended outcomes. This methodology also ensures a credible and significant link between the range of activities USTDA has funded and the \$73 billion in U.S. exports it has generated since its founding in 1992.

In addition to U.S. export information, USTDA also conducts a full consideration of development impact measures as part of its statistical base of data. These indicators are crucial to assessing the enduring impact of USTDA's support for infrastructure development in emerging economies.

In 2019, USTDA conducted 386 evaluations across development stages – taking in a comprehensive range of data from ongoing programs through project completion. The resulting information demonstrated not only tangible program outcomes, but also provided a clear direction to foster a culture of continuous programmatic learning and improvement.

Quite simply, the Agency's program monitoring and evaluation methodology works: USTDA's return on investment for each program dollar spent has more than doubled over the last 10 years.

What does a dollar do at USTDA?





Client Resources

PROGRAM STAFF

To contact USTDA's program staff, send an e-mail to:

- **Latin America and the Caribbean:** LAC@ustda.gov
- **Middle East, North Africa, Europe and Eurasia:** MENA_Europe@ustda.gov
- **Indo-Pacific:** IndoPacific@ustda.gov
- **Sub-Saharan Africa:** Africa@ustda.gov
- **Office of Global Programs:** USTDA_Worldwide@ustda.gov
- **Office of Program Monitoring and Evaluations:** Evaluations@ustda.gov

USTDA EXECUTIVES AND DEPARTMENT HEADS

To contact a USTDA staff member, please call the main office line at 703-875-4357.

Office of the Director

Director (Acting)..... Thomas R. Hardy
 Deputy Director (Acting)..... Todd J. Abrajano
 General Counsel..... Sarah E. Fandell
 Director of Management Operation..... Matt Cox

Office of Congressional Affairs and Public Relations

Director, Congressional Affairs and Public Relations..... Thomas R. Hardy
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Regional Director, Middle East, North Africa, Europe and Eurasia.... Carl B. Kress
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 Director, Global Programs..... Andrea Lupo
 Regional Director, Indo-Pacific..... Verinda Fike
 Regional Director, Sub-Saharan Africa Heather Lanigan
 Director, Office of Program Monitoring and Evaluations..... Sarah Randolph

Office of Operations

Director of Finance..... Bedir Memmedli
 Chief, Office of Acquisition Management..... Garth Hibbert
 Chief Information Officer Benjamin Bergersen
 Administrative Officer..... Lisa Lawn

WEBSITE — WWW.USTDA.GOV

USTDA's website provides comprehensive information on its program, current business opportunities, upcoming events, success stories, Agency news and recent publications.

REQUESTS FOR PROPOSALS (RFP)

Opportunities to bid on USTDA's overseas grant-based feasibility studies and technical assistance are available on the website at <https://ustda.gov/business-opportunities>. USTDA posts announcements about current contract opportunities with the Agency at www.sam.gov. Links to the FBO postings are available on USTDA's website at www.ustda.gov.

CONTRACTOR REGISTRATION

Many USTDA activities are reserved exclusively for small businesses. Small U.S. businesses interested in being considered for contracting opportunities with USTDA should register with the U.S. Government's System for Award Management (SAM) website at www.sam.gov.

LIBRARY

USTDA's library maintains final reports of Agency funded activities and can provide electronic copies of those reports upon request by e-mailing library@ustda.gov. Furthermore, USTDA posts new reports directly on its website, www.ustda.gov.

PUBLICATIONS

The Agency distributes a monthly eNewsletter, TradePosts, providing information on USTDA's activities and events. To subscribe, please visit www.ustda.gov/news/ustda-news-and-alerts.

SOCIAL MEDIA

Connect with us at:

- Twitter:@USTDA
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- YouTube:www.youtube.com/user/USTDAvideo

QUESTIONS ABOUT USTDA

General inquiries about USTDA's program can be made by calling (703) 875-4357 or e-mailing info@ustda.gov.

Summary of FY 2019 Program Activities

USTDA Activities

BY VALUE OF OBLIGATIONS

	2017		2018		2019	
Desk Study/Definitional Mission	\$1,270,843	1.8%	\$2,818,629	4.9%	\$2,433,394	4.4%
Feasibility Study	\$24,923,389	35.4%	\$24,478,010	42.4%	\$18,420,038	32.7%
Reverse Trade Mission	\$12,408,880	17.6%	\$9,293,099	16.2%	\$10,033,946	17.8%
Technical Assistance	\$27,670,330	39.4%	\$19,015,242	32.9%	\$21,633,394	38.4%
Trade-Related Training	\$269,000	0.4%	\$107,700	0.2%	\$600,000	1.1%
Workshop/Conference	\$3,155,424	4.5%	\$1,183,056	2.0%	\$2,729,162	4.8%
Other	\$631,722	0.9%	\$825,500	1.4%	\$450,000	0.8%
Total	\$70,329,588	100%	\$57,721,236	100%	\$56,299,934	100%

USTDA Activities By Economic Sector

BY VALUE OF OBLIGATIONS

	2017		2018		2019	
Agribusiness	\$1,085,086	1.5%	\$868,845	1.5%	\$572,333	1.0%
Energy & Energy Efficiency	\$32,523,188	46.3%	\$29,241,487	50.6%	\$19,541,807	34.7%
Health & Human Resources	\$2,380,347	3.4%	\$1,780,348	3.1%	\$1,340,921	2.4%
Mining & Natural Resources	\$4,149,407	5.9%	\$3,274,634	5.7%	\$5,661,437	10.1%
Multi-Sector & Other	\$5,019,308	7.1%	\$789,037	1.4%	\$3,287,138	5.8%
Services	\$4,697,002	6.7%	\$6,806,941	11.8%	\$6,494,433	11.5%
Telecommunications	\$6,217,253	8.9%	\$6,522,312	11.3%	\$8,305,083	14.8%
Transportation	\$14,158,039	20.1%	\$7,289,925	12.6%	\$9,775,108	17.4%
Water & Environment	\$99,958	0.1%	\$1,147,707	2.0%	\$1,321,674	2.3%
Total	\$70,329,588	100%	\$57,721,236	100%	\$56,299,934	100%

Dollar amounts shown have been rounded to the nearest dollar.

FY 2019 Program Activities Listed by Region

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
East Asia						
China	Air Traffic Management Executive Training	Technical Assistance	The American Chamber of Commerce in China Fund	Wilmington	DE	\$214,624
China	Air Traffic Management Executive Training	Technical Assistance	Federal Aviation Administration	Washington	DC	\$53,328
China	Airports Training Program	Technical Assistance	The American Chamber of Commerce in China Fund	Wilmington	DE	\$910,758
China	Airports Training Program	Technical Assistance	Federal Aviation Administration	Washington	DC	\$65,874
China	Aviation Technical Assistance Workshop Series	Technical Assistance	Federal Aviation Administration	Washington	DC	\$8,000
China	Director of Program Management, Beijing, China	Other	Steven Q. Winkates	Hernando	FL	\$272,000
China	Executive Management Development Training	Technical Assistance	The American Chamber of Commerce in China Fund	Wilmington	DE	\$312,769
China	Executive Management Development Training	Technical Assistance	Federal Aviation Administration	Washington	DC	\$80,794
China	Medical Device Training Program	Reverse Trade Mission	The Webster Group, Inc.	Washington	DC	\$440,302
China	Senior Health Executive Training Program	Reverse Trade Mission	Meridian International Center	Washington	DC	\$484,141
China	Regional Office	Technical Assistance	U.S. Department of State	Washington	DC	\$166,025

Subtotal for East Asia: \$3,008,615

Latin America and the Caribbean

Brazil	Compesa Energy Efficiency	Feasibility Study	Nathan Associates, Inc.	Arlington	VA	\$773,708
Brazil	Compesa Smart Utility Road Map	Technical Assistance	Arcadis U.S., Inc.	Highlands Ranch	CO	\$547,966
Brazil	Energy Technologies Series	Reverse Trade Mission	Koeppen, Elliott & Associates, Ltd.	Washington	DC	\$1,211,336
Brazil	Equatorial Energia Telecommunications Support	Technical Assistance	Selection in progress			\$752,891
Brazil	Information and Communication Technologies Opportunities	Definitional Mission	Hellerstein & Associates	Washington	DC	\$125,666
Brazil	Surface Transportation Opportunities	Definitional Mission	H.E. Pena, Jr. Transportation Consulting	Charleston	SC	\$109,812
Brazil	U.S.–Brazil Aviation Partnership – Airport Infrastructure	Workshop/Conference	Futron Aviation Corporation	Norfolk	VA	\$966,849
Brazil	U.S.–Brazil Aviation Partnership – Airport Security and Safety	Workshop/Conference	Futron Aviation Corporation	Norfolk	VA	\$750,900
Colombia	Solar Process Heating	Feasibility Study	Selection in progress			\$649,310
Dominican Republic	LNG Terminal and Power Generation Facility	Feasibility Study	Selection in progress			\$1,209,336
Dominican Republic	Port Cybersecurity	Technical Assistance	HudsonTrident, Inc.	Camden	NJ	\$1,147,238
Ecuador	Energy Sector Opportunities	Definitional Mission	The Innovation Network, LLC	Lexington	MA	\$120,000
Ecuador	Transportation Sector Opportunities	Definitional Mission	KED Group, LLC	Columbia	SC	\$78,100
Haiti	Gas Opportunities	Reverse Trade Mission	Meridian International Center	Washington	DC	\$259,951
Mexico	Railroad Crossing Investment Plan	Technical Assistance	Selection in progress			\$677,530
Regional	Aviation Opportunities	Definitional Mission	KED Group, LLC	Columbia	SC	\$116,499

Subtotal for Latin America and the Caribbean: \$9,497,092

Dollar amounts shown have been rounded to the nearest dollar.

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
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Middle East, North Africa, Europe and Eurasia

Algeria	Sonatrach Oil & Gas Production Enhancement	Reverse Trade Mission	Bilateral U.S.–Arab Chamber of Commerce	Houston	TX	\$346,665
Algeria	Sonatrach Oil and Gas	Definitional Mission	The Innovation Network, LLC	Washington	DC	\$185,000
Algeria	Sonalgaz Electricity Transmission and Distribution	Definitional Mission	Sarah Aggrey Consulting Engineers	Elk Grove	CA	\$182,184
Egypt	Enjaz Integrated Petrochemical Complex	Feasibility Study	Fluor Transworld Services	Irving	TX	\$657,735
Egypt	Ministry of Petroleum Series	Reverse Trade Mission	Koeppen, Elliott and Associates, Ltd.	Washington	DC	\$815,295
Egypt	Oil & Gas Sector Executive Management and Leadership Training	Reverse Trade Mission	Bilateral U.S.–Arab Chamber of Commerce	Houston	TX	\$325,000
Egypt	Refinery and Petrochemical Opportunities	Definitional Mission	The Innovation Network, LLC	Washington	DC	\$20,000
Egypt	U.S.–Egypt Oil and Gas Energy Hub Projects	Definitional Mission	The Innovation Network, LLC	Washington	DC	\$160,000
Turkey	Air Simulation for the New Istanbul Airport	Technical Assistance	Jeppesen Sanderson, Inc.	Englewood	CO	\$370,400
Turkey	Gas Opportunities	Definitional Mission	Raven Ridge Resources, Inc.	Grand Junction	CO	\$149,346
Turkey	Hospital Digitization and Cancer Technologies	Reverse Trade Mission	The Webster Group, Inc.	Washington	DC	\$416,478
Turkey	Tüpraş Refining and Petrochemicals	Reverse Trade Mission	Gas Technology Institute	Des Plaines	IL	\$370,517

Subtotal for Middle East, North Africa, Europe and Eurasia: \$3,998,620

Indo-Pacific

India	Aviation Summit	Workshop/Conference	American Association of Airport Executives, Inc.	Alexandria	VA	\$493,312
India	BPCL Kochi Refinery PetCoke Gasification	Feasibility Study	Selection in progress			\$731,775
India	Cambay Basin Oil/Gas Development	Feasibility Study	Advanced Resources International, Inc.	Arlington	VA	\$594,170
India	CNS/ATM Modernization Roadmap	Technical Assistance	The Boeing Company	Chicago	IL	\$1,547,517
India	National Gas Grid Technical Assessment	Technical Assistance	ICF Resources, LLC	Fairfax	VA	\$975,452
India	Petrochemicals	Reverse Trade Mission	Gas Technology Institute	Des Plaines	IL	\$354,828
India	USFCS Specialist – Travel	Technical Assistance	U.S. Foreign and Commercial Services	Washington	DC	\$27,125
Pakistan	LNG and Natural Gas Infrastructure	Reverse Trade Mission	Global Marketing and Communications, Inc.	Arlington	MA	\$330,000
Philippines	Cloud Computing Assessment	Technical Assistance	Selection in progress			\$474,425
Philippines	Emergency Operations Center & Intelligent Traffic Solutions	Feasibility Study	Selection in progress			\$515,000
Philippines	National Broadband Network	Technical Assistance	Selection in progress			\$450,179
Regional	ASEAN Cybersecurity & Digital Solutions Series	Reverse Trade Mission	Business Council for International Understanding	New York	NY	\$650,000
Regional	Aviation Sector Series	Desk Study	QED Airport & Aviation Consultant	Amelia Island	FL	\$78,416
Regional	Indo-Pacific Business Forum	Workshop/Conference	The Webster Group, Inc.	Washington	DC	\$499,611
Regional	Indo-Pacific ICT Opportunities	Definitional Mission	Pythia International, Inc.	Halifax	VA	\$450,990
Regional	Indo-Pacific Industry Opportunities Handbook	Technical Assistance	The Innovation Network, LLC	Lexington	MA	\$298,410
Regional	Indo-Pacific Standards in Technology Cooperation Program	Reverse Trade Mission	American National Standards Institute	Washington	DC	\$896,260
Regional	LNG and Natural Gas Infrastructure	Reverse Trade Mission	Bilateral U.S.–Arab Chamber of Commerce	Houston	TX	\$49,118
Regional	Regional Business Development Manager for Asia	Other	Brandon Megorden			\$178,000
Regional	South Asia Rail	Reverse Trade Mission	The Webster Group, Inc.	Washington	DC	\$299,893
Regional	Southeast Asia Aviation Workshop Series	Technical Assistance	Futron Aviation Corporation	Norfolk	VA	\$866,922
Regional	Regional Office, Bangkok	Technical Assistance	U.S. Department of State	Washington	DC	\$250,200
Thailand	Blue Solar Integrated Energy Storage Project	Feasibility Study	Selection in progress			\$533,000
Vietnam	Integrated Emergency Communications Systems	Reverse Trade Mission	Business Council for International Understanding	New York	NY	\$253,578

Dollar amounts shown have been rounded to the nearest dollar.

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
Vietnam	NPT Distribution Technologies Series	Reverse Trade Mission	Tuatara Group, LLC	Oakton	VA	\$400,000
Vietnam	Southern Vietnam Gas-to-Power Development	Feasibility Study	Selection in progress			\$1,494,020
Vietnam	USFCS Specialist	Technical Assistance	U.S. Foreign Commercial Service	Washington	DC	\$180

Subtotal for Indo-Pacific: \$13,692,381

Sub-Saharan Africa

Ethiopia	Ethiopian Nationwide Broadcast Digitalization	Training Grant	GatesAir, Inc.	Los Angeles	CA	\$600,000
Ghana	Solar Systems for Six Diocese	Feasibility Study	AEG International	Charlotte	NC	\$859,266
Guinea	LNG Receiving Terminal and Distribution Network in Boké Region	Feasibility Study	Plum Energy, LLC	Tukwila	WA	\$1,025,882
Kenya	Emergency Communications Systems	Reverse Trade Mission	Tuatara Group, LLC	Oakton	VA	\$280,844
Kenya	Siruai 50MW Wind and Battery Storage Project	Feasibility Study	Delphos International, Ltd.	Washington	DC	\$1,254,305
Lesotho	Neo I Solar Power Project	Technical Assistance	Arup USA, Inc.	Washington	DC	\$600,000
Nigeria	Complementary Off-Grid Supply Solutions	Technical Assistance	Rocky Mountain Institute	Boulder	CO	\$897,476
Nigeria	Off-Grid Electrification for Rural Communities	Feasibility Study	Odyssey Energy Solutions, Inc.	Boulder	CO	\$707,890
Nigeria	Xenergi Gas Gathering and Processing Project	Feasibility Study	Star Engineering Services, Inc.	Kenner	LA	\$1,484,657
Regional	Access Africa Series	Reverse Trade Mission	Business Council for International Understanding	New York	NY	\$650,000
Regional	Agribusiness Series	Reverse Trade Mission	Global Marketing and Communications, Inc.	Arlington	MA	\$572,333
Regional	Aviation Sector	Definitional Mission	KED Group, LLC	West Columbia	SC	\$194,483
Regional	Clean Energy Standards Program	Technical Assistance	American National Standards Institute	Washington	DC	\$429,919
Regional	Information and Communication Technologies Series	Desk Study	Simon Everett, Ltd.	Arlington	VA	\$164,500
Regional	Information and Communication Technology Standards Program	Technical Assistance	American National Standards Institute	Washington	DC	\$656,468
Regional	Nigeria International Petroleum Summit – Travel	Technical Assistance	U.S. Foreign and Commercial Services	Washington	DC	\$3,424
Regional	Power Africa – Energy Travel	Technical Assistance	Multiple			\$96,800
Regional	Power Africa – Temporary Employees	Technical Assistance	Multiple			\$511,380
Regional	Renewable Energy Series	Desk Study	The Innovation Network, LLC	Lexington	MA	\$298,398
Regional	SEACOM Retail Customer Connections	Feasibility Study	Selection in progress			\$702,935
Regional	Storage (African Business Development Manager)	Technical Assistance	Pullen Moving Company, Inc.	Woodbridge	VA	\$1,469
Regional	USFCS Specialist – Travel	Technical Assistance	U.S. Foreign and Commercial Services	Washington	DC	\$8,161
Regional	Regional Office, Accra, Ghana	Technical Assistance	U.S. Department of State	Washington	DC	\$9,595
Regional	Regional Office, Johannesburg, South Africa	Technical Assistance	U.S. Department of State	Washington	DC	\$232,951
Regional	U.S.–Africa Clean Energy Finance Travel	Technical Assistance	U.S. Department of State	Washington	DC	\$4,100
Sierra Leone	WindGen Village and Commercial and Industrial Minigrids	Feasibility Study	WindGen Power USA, Inc.	Delray Beach	FL	\$858,845
South Africa	City of Cape Town ICT Investment Analysis	Feasibility Study	Global Resources, Inc.	Irvine	CA	\$1,055,330
South Africa	Coalbed Methane Development	Feasibility Study	Advanced Resources International, Inc.	Arlington	VA	\$612,268
South Africa	Cybersecurity and Data Protection Solutions	Reverse Trade Mission	Business Council for International Understanding	New York	NY	\$300,000
South Africa	Wi-Fi Rural Connectivity Project	Technical Assistance	Adaptrum, Inc.	San Jose	CA	\$975,168
Uganda	Energy Storage Services	Feasibility Study	Hatch Associates Consultants, Inc.	Pittsburgh	PA	\$916,078
Zambia	Deployment of Microgrid Units	Feasibility Study	DNV GL Energy Insights USA, Inc.	Katy	TX	\$527,253
Zambia	Masai Hybrid Wind, Solar, and Energy Storage Project	Feasibility Study	WSP USA, Inc.	New York	NY	\$1,257,276

Subtotal for Sub-Saharan Africa: \$18,749,453

Dollar amounts shown have been rounded to the nearest dollar.

COUNTRY	TITLE	ACTIVITY	U.S. FIRM	CITY	STATE	FUNDS OBLIGATED
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Worldwide

Brazil	Procurement Assistance Program	Reverse Trade Mission	Business Council for International Understanding	New York	NY	\$289,705
Brazil	Rede Nacional de Compras Publicas Forum – Travel	Workshop/Conference	Business Council for International Understanding	New York	NY	\$18,490
Dominican Republic	Procurement Assistance Program	Reverse Trade Mission	Trade Center Management Associates	Washington	DC	\$37,702
Worldwide	Energy Engineering Services	Technical Assistance	Green Powered Technology, LLC	Arlington	VA	\$439,525
Worldwide	Energy Procurement Specialist	Technical Assistance	Green Powered Technology, LLC	Arlington	VA	\$592,703
Worldwide	GW Procurement Advisory Services	Technical Assistance	The George Washington University	Washington	DC	\$174,230
Worldwide	Research and Analysis Program Services	Technical Assistance	Ascendant Program Services, LLC	Chevy Chase	MD	\$1,972,380
Worldwide	Transportation Engineering Services	Technical Assistance	Green Powered Technology, LLC	Arlington	VA	\$538,042
Worldwide	Transportation Procurement Specialist	Technical Assistance	Kimley-Horn and Associates, Inc.	Raleigh	NC	\$431,090
Worldwide	USCS LES Commercial Specialists	Technical Assistance	U.S. Department of State	Washington	DC	\$1,242,050
Worldwide	Travel Insurance	Technical Assistance	USI Insurance Services, LLC	Philadelphia	PA	\$25,000

Subtotal for Worldwide: \$5,760,917

Monitoring & Evaluation

Evaluation	Gas Project Preparation Guide	Technical Assistance	3E Consulting, LLC	Columbia	MD	\$249,800
Monitoring	Audit Series Services	Technical Assistance	Castro & Company	Alexandria	VA	\$129,858
Monitoring	Audit Series Services	Technical Assistance	Niche Assurance, LLC	Houston	TX	\$205,500
Evaluation	Outside Evaluation Team Contract	Technical Assistance	General Dynamics Information Technology, Inc.	Fairfax	VA	\$549,645
Evaluation	Outside Evaluation Team Contract	Technical Assistance	Snowbird Management & Development Services	Washington	DC	\$458,053

Subtotal for Monitoring & Evaluation: \$1,592,856

GRAND TOTAL: \$56,299,934

Dollar amounts shown have been rounded to the nearest dollar.



KMPG LLP
Suite 12000
1801 K Street, NW
Washington, DC 20006

Independent Auditors' Report

The Acting Director
U.S. Trade and Development Agency:

Report on the Financial Statements

We have audited the accompanying financial statements of the U.S. Trade and Development Agency (USTDA), which comprise the balance sheets as of September 30, 2019 and 2018, and the related statements of net cost, changes in net position, and budgetary resources for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America, in accordance with the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, and in accordance with Office of Management and Budget (OMB) Bulletin No. 19-03, *Audit Requirements for Federal Financial Statements*. Those standards and OMB Bulletin No. 19-03 require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



KMPG LLP
Suite 12000
1801 K Street, NW
Washington, DC 20006

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the USTDA as of September 30, 2019 and 2018, and its net costs, changes in net position, and budgetary resources for the years then ended in accordance with U.S. generally accepted accounting principles.

Other Matters

Required Supplementary Information

U.S. generally accepted accounting principles require that the information in the Management's Discussion and Analysis section, excluding references to information on websites, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Federal Accounting Standards Advisory Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information, which excludes references to information on websites, in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audits were conducted for the purpose of forming an opinion on the basic financial statements as a whole. The Director's Message, Performance section, Other Information section, and references to information on websites, included in the USTDA Performance and Accountability Report are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audits of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by Government Auditing Standards

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements as of and for the year ended September 30, 2019, we considered the USTDA's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the USTDA's



KMPG LLP
Suite 12000
1801 K Street, NW
Washington, DC 20006

internal control. Accordingly, we do not express an opinion on the effectiveness of the USTDA's internal control. We did not test all internal controls relevant to operating objectives as broadly defined by the *Federal Managers' Financial Integrity Act of 1982*.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the USTDA's financial statements as of and for the year ended September 30, 2019 are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards or OMB Bulletin No 19-03.

Purpose of the Other Reporting Required by Government Auditing Standards

The purpose of the communication described in the Other Reporting Required by *Government Auditing Standards* section is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the USTDA's internal control or compliance. Accordingly, this communication is not suitable for any other purpose.

KPMG LLP

Washington DC
November 8, 2019

BALANCE SHEETS

As of September 30, 2019 and 2018

	<u>2019</u>	<u>2018</u>
Assets		
Intragovernmental:		
Fund balance with Treasury (Note 2)	\$ 185,677,122	\$ 166,050,377
Accounts receivable (Note 3)	1,470,130	664,546
Total intragovernmental	187,147,252	166,714,923
General property and equipment, net (Note 4)	2,379,039	2,670,234
Total assets	\$ 189,526,291	\$ 169,385,157
Liabilities and Net Position		
Liabilities:		
Intragovernmental:		
Accounts payable (Note 5)	\$ 290,260	\$ 275,848
Deferred rent	886,774	901,841
Other liabilities (Note 5)	—	7,426
Total intragovernmental	1,177,034	1,185,115
Accounts payable (Note 5)	13,501,575	11,204,023
Other liabilities (Note 5)	825,619	721,421
Total liabilities	15,504,228	13,110,559
Net position:		
Unexpended appropriations	172,255,794	154,033,529
Cumulative results of operations	1,766,269	2,241,069
Total net position	174,022,063	156,274,598
Total liabilities and net position	\$ 189,526,291	\$ 169,385,157

The accompanying notes are an integral part of these statements.

STATEMENTS OF NET COST

For the Years Ended September 30, 2019 and 2018

	<u>2019</u>	<u>2018</u>
Cost of Operations:		
Grants program costs	\$ 63,201,839	\$ 61,048,355
Less earned revenue	<u>(3,347,139)</u>	<u>(2,152,487)</u>
Net cost of operations (Note 10)	<u><u>\$ 59,854,700</u></u>	<u><u>\$ 58,895,868</u></u>

The accompanying notes are an integral part of these statements.

STATEMENTS OF CHANGES IN NET POSITION

For the Years Ended September 30, 2019 and 2018

	<u>2019</u>	<u>2018</u>
Unexpended Appropriations:		
Beginning balance	\$ 154,033,529	\$ 134,146,994
Budgetary Financing Sources:		
Appropriations received	79,500,000	79,500,000
Appropriations transferred in/out	—	3,213,860
Other adjustments (cancellation of expired funds)	(2,336,125)	(2,224,479)
Appropriations used	(58,941,610)	(60,602,846)
Total budgetary financing sources	<u>18,222,265</u>	<u>19,886,535</u>
Total unexpended appropriations	<u>172,255,794</u>	<u>154,033,529</u>
Cumulative Results of Operations:		
Beginning balances	<u>2,241,069</u>	<u>143,507</u>
Budgetary Financing Sources:		
Appropriations used	58,941,610	60,602,846
Other Financing Sources (Nonexchange):		
Imputed financing (Note 10)	<u>438,290</u>	<u>390,584</u>
Total Financing Sources	59,379,900	60,993,430
Net cost of operations	<u>(59,854,700)</u>	<u>(58,895,868)</u>
Net change	<u>(474,800)</u>	<u>2,097,562</u>
Total cumulative results of operations	<u>\$ 1,766,269</u>	<u>\$ 2,241,069</u>
Net position	<u><u>\$ 174,022,063</u></u>	<u><u>\$ 156,274,598</u></u>

The accompanying notes are an integral part of these statements.

STATEMENTS OF BUDGETARY RESOURCES

For the Years Ended September 30, 2019 and 2018

	2019	2018
Budgetary Resources:		
Unobligated balance brought forward, October 1 (Note 7)	\$ 34,634,753	\$ 20,489,410
Appropriations (discretionary and mandatory)	79,500,000	79,500,000
Spending authority from offsetting collections (discretionary and mandatory)	4,618,864	1,767,303
Total budgetary resources	\$ 118,753,617	\$ 101,756,713
Status of Budgetary Resources:		
New obligations and upward adjustments (total) (Note 7)	\$ 74,362,835	\$ 77,730,683
Unobligated balance, end of year:		
Apportioned (Notes 2 and 8)	28,929,819	16,646,619
Unapportioned (Note 2)	7,426	—
Unexpired unobligated balance, end of year (Note 2)	28,937,245	16,646,619
Expired unobligated balance, end of year (Note 2)	15,453,537	7,379,411
Total unobligated balance, end of year	44,390,782	24,026,030
Total budgetary resources	\$ 118,753,617	\$ 101,756,713
Budget Authority and Outlays, Net		
Outlays, net (total) (discretionary and mandatory) (Note 10)	\$ 57,537,130	\$ 59,712,480
Distributed offsetting receipts (—)	—	—
Agency outlays, net (discretionary and mandatory)	\$ 57,537,130	\$ 59,712,480

The accompanying notes are an integral part of these statements.

NOTES TO FINANCIAL STATEMENTS

September 30, 2019 and 2018

(1) Summary of Significant Accounting Policies**(a) Description of Reporting Entity**

The U.S. Trade and Development Agency (USTDA) is an independent U.S. government agency administered under the authority of Section 661 of the *Foreign Assistance Act of 1961*, as amended (22 U.S.C. § 2421). The Agency is not subject to Federal, state or local income tax; therefore, no provision for income taxes has been recorded in the accompanying financial statements.

USTDA helps companies create U.S. jobs through the export of U.S. goods and services for priority development projects in emerging economies. USTDA links U.S. businesses to export opportunities by funding project preparation and partnership building activities that develop sustainable infrastructure and foster economic growth in partner countries.

The organization was established on July 1, 1981 as the Trade and Development Program (TDP) by delegation of authority as a component of the International Development Cooperation Agency (IDCA). In 1988, under the *Omnibus Trade and Competitiveness Act*, the organization was designated a separate component agency of IDCA. On October 28, 1992, Congress enacted the *Jobs through Exports Act of 1992*, which renamed TDP as the Trade and Development Agency and established USTDA as an independent executive branch agency under the foreign policy guidance of the Secretary of State.

(b) Basis of Presentation

These financial statements have been prepared to report the financial position, net costs, changes in net position, and budgetary resources of USTDA. These financial statements include all activity related to USTDA's appropriation and interagency agreements, whereby USTDA receives transfers from other Federal agencies for use in specific regions or sectors.

(c) Budgets and Budgetary Accounting

Congress annually adopts a budget appropriation that provides USTDA with authority to use funds from the U.S. Department of the Treasury to meet operating and program expense requirements. All revenue received from other sources, except for appropriations transferred from other Federal agencies, must be returned to the U.S. Department of the Treasury. There are no differences between the budgetary resources, new obligations, and net outlay amounts, as shown in the 2018 Statement of Budgetary Resources, and the Budget of the U.S. Government. The President's FY 2021 Budget with actual numbers for FY 2019 has not been published.

(d) Basis of Accounting

USTDA's Balance Sheets, Statements of Net Cost, and Statements of Changes in Net Position are prepared using the accrual basis of accounting. This basis requires recognition of the financial effects of transactions, events, and circumstances in the periods when those transactions, events, and circumstances occur, regardless of when cash is received or paid. USTDA also uses budgetary accounting

NOTES TO FINANCIAL STATEMENTS

September 30, 2019 and 2018

to facilitate compliance with legal constraints and to track its budget authority at the various stages of execution, including commitments, obligation, and eventual outlay. Under budgetary accounting, obligations are recorded when orders for goods or services are placed or awards are authorized, and outlays are recorded when disbursements are made. The Statements of Budgetary Resources are prepared using budgetary accounting methods.

The standards used in the preparation of the accompanying financial statements are issued by the Federal Accounting Standards Advisory Board, which represent accounting principles generally accepted in the United States of America for U.S. government entities.

(e) Appropriations and Other Financing Sources

Appropriations are recognized as a financing source at the time they are authorized and apportioned. Appropriations used to fund grant activities and administrative expenses are recognized as expenses and revenue as the resultant related expenses are incurred.

During FY 2018 and FY 2019, USTDA received appropriations to be used for program and administrative expenses, which are available for obligation through September 30, 2019 and 2020, respectively. These funds were appropriated in accordance with Division K, Title VI of the *Consolidated Appropriations Act, 2018* and Division F, Title VI of the *Consolidated Appropriations Act, 2019*. USTDA's appropriation acts allow de-obligated funds that were initially obligated prior to their expiration to remain available for re-obligation for an additional four years from the date on which the availability of such funds would otherwise have expired. In FY 2018, USTDA did not re-apportion any of its de-obligations. In FY 2019, USTDA re-apportioned approximately \$3.8 million of FY 2015 de-obligations.

Under Section 632(b) of the *Foreign Assistance Act of 1961*, as amended, (22 U.S.C. § 2392(b)) (the "FAA"), the Department of State ("DOS") entered into a series of interagency agreements with USTDA, in support of "Aligning Public Finance to Leverage Private Capital Investment: U.S.-Africa Clean Energy Finance Initiative (US-ACEF)," to increase access to clean energy for African countries by stimulating increased investments in clean energy generating capacity and related infrastructure. The interagency agreement signed in 2015 provided \$2.5 million from DOS to USTDA in FY 2016, which had been fully obligated by September 30, 2017. In FY 2018, \$0.6 million was disbursed by USTDA and invoiced to DOS relating to the FY 2016 interagency agreement. In FY 2019, no funds were disbursed by USTDA and invoiced to DOS relating to the FY 2016 interagency agreement. A second interagency agreement signed in FY 2017, provides for \$7.5 million from DOS to USTDA. During FY 2018 and FY 2019, \$2.6 million and \$3.0 million, respectively had been obligated, and \$0.2 million and \$0.3 million, respectively, was disbursed by USTDA and invoiced to DOS under that agreement.

Under Section 632(a) of the *FAA and the Consolidated Appropriations Act, 2017* (P.L. 115-31, Division J), the U.S. Agency for International Development (USAID) and USTDA entered into an agreement in FY 2018, under which USAID transferred \$3.2 million to USTDA to continue its program in project preparation assistance that will advance cleaner energy projects in Africa. As of September 30, 2018, these funds were fully obligated. USTDA has not received any additional 632(a) transfer funds in FY 2019.

NOTES TO FINANCIAL STATEMENTS

September 30, 2019 and 2018

In FY 2016 under Section 632(b) of the FAA, USAID and USTDA entered into a “Participating Agency Program Agreement” that provides \$2.8 million to USTDA to establish a four-year program for personnel to support the Power Africa Roadmap. In FY 2019, this agreement was modified by an additional \$1 million, for a total combined amount of \$3.8 million. As of September 30, 2018, \$0.5 million had been obligated and disbursed by USTDA and invoiced to USAID under this agreement. As of September 30, 2019, an additional \$0.6 million had been obligated disbursed by USTDA and invoiced to USAID under this agreement.

On September 30, 2019, under Section 604 of the FAA, as amended, (22 U.S.C. § 2354) and Section 636 of the FAA, as amended, (22 U.S.C. § 2339(i)), DOS and USTDA concluded a transfer agreement in the amount of \$28 million on September 30, 2019 to advance the Administration’s Indo-Pacific Strategy. The funding, which is expected to be received in FY 2020, will provide USTDA resources to expand its program across the entire region for project preparation investments designed to spur financing of quality infrastructure projects in USTDA’s partner countries while also opening those markets for the export of U.S.-manufactured goods, technologies and services.

(f) Fund Balance with Treasury

USTDA does not maintain cash in commercial bank accounts. The U.S. Department of the Treasury processes cash receipts and disbursements. The balance of funds with Treasury primarily represents appropriated funds that are available to pay current liabilities and to finance future authorized purchases.

(g) Accounts Receivable

USTDA regards amounts due from other Federal agencies as 100 percent collectible.

Federal accounts receivable consists of amounts due from DOS and USAID for the reimbursable programs. Consistent with accounting standards, USTDA records an accounts receivable from DOS and USAID in the same amount as the accounts payable to contractors for services provided under the interagency agreements.

(h) Property and Equipment

Property and equipment is stated at cost, less accumulated depreciation. USTDA capitalizes property and equipment with an acquisition cost greater than \$5,000 and useful life exceeding one year. Depreciation is calculated using the straight-line method and is based on an estimated useful life of 10 years for all assets, except computer equipment and software, which is depreciated over 5 years. Leasehold improvements are amortized over the estimated period of occupancy or the life of the improvement, whichever is less. Expenditures for repairs and maintenance are charged to operating expenses as incurred.

(i) Liabilities

Liabilities represent amounts owed by USTDA as the result of transactions or events that have occurred as of fiscal year end. Liabilities covered by budgetary or other resources are those liabilities for which

NOTES TO FINANCIAL STATEMENTS

September 30, 2019 and 2018

Congress has appropriated funds or funding is otherwise available to pay amounts owed. Liabilities not covered by budgetary or other resources represent amounts owed in excess of available, congressionally appropriated funds or other amounts. The liquidation of liabilities not covered by budgetary or other resources is dependent on future congressional appropriations or other funding. There is no certainty that Congress will appropriate funds to satisfy such liabilities.

(j) Undelivered Orders

Undelivered orders represent the amount of orders for goods and services outstanding for which funds have been obligated, but the liabilities have not been incurred.

(k) Accrued Leave

Annual leave is accrued as a liability as it is earned. The liability is reduced as leave is taken. Each year, the balance in the accrued annual leave account is adjusted to reflect current year pay rates. To the extent that the current or prior year appropriations are not available to fund annual leave earned, but not taken, funding will be obtained from future appropriations. USTDA's accounting for annual leave earned, but not taken is compliant with established regulations. Sick leave and other types of non-vested leave are charged to expense as the leave is used.

(l) Cumulative Results of Operations

Cumulative results of operations represent the difference between net property and equipment and unfunded annual leave, plus the net difference between expenses and financing sources since the inception of an activity.

(m) Retirement Plan

USTDA's employees participate in either the Civil Service Retirement System (CSRS) or the Federal Employees Retirement System (FERS). Employees participating in CSRS contribute 7.0 percent of their gross pay to the plan, and USTDA contributes 8.51 percent. The Office of Personnel Management (OPM) has calculated that the cost of providing a CSRS benefit is 38.4 percent of an employee's basic pay. This exceeds the amounts contributed to the plan by USTDA and its employees. In accordance with Statement of Federal Financial Accounting Standard (SFFAS) No. 5, *Accounting for Liabilities of the Federal Government*, USTDA reports the full cost of providing pension benefits to employees in the CSRS.

On January 1, 1987, FERS went into effect pursuant to Public Law 99-335. Most employees hired after December 31, 1983 are automatically covered by FERS and the Social Security Act. Employees hired prior to January 1, 1984 could elect either to join FERS and the Social Security Act or remain in CSRS. A primary feature of FERS is that it offers a savings plan in which USTDA automatically contributes 1 percent of employees' pay and matches any employee contribution up to an additional 4 percent of basic pay. For most employees hired since December 31, 1983, USTDA also contributes the employer's matching share under the Social Security Act. Public Law 112-96, Section 5001, the Middle-Class Tax

NOTES TO FINANCIAL STATEMENTS

September 30, 2019 and 2018

Relief and Job Creation Act of 2012, divided FERS participants into two categories, FERS employees and FERS-Revised Annuity Employees (FERS-RAE). Employees hired on or after January 1, 2013, with some exceptions, are required to contribute 2.3% more to FERS than FERS employees hired prior to January 1, 2013. Section 401 of the Bipartisan Budget Act of 2013, made another change to FERS: beginning January 1, 2014, new employees (as designated in the statute) pay higher employee contributions, an increase of 1.3 percent of salary above the percentage set for FERS-Revised Annuity Employees. Section 8401 of Title 5, United States Codes, was amended to add a new definition of a FERS-FRAE employee.

The following chart highlights contribution rates for FERS employees:

FERS Retirement System	Agency Contribution Rate	Employee Contribution Rate
FERS — Regular	13.7%	0.8%
FERS — RAE	11.9%	3.1%
FERS — FRAE	11.9%	4.4%

The total amount of imputed financing retirement and other post-retirement benefits paid by OPM for FY19 amounted to \$438,290 which includes \$121,660 for pension costs for CSRS and FERS; \$316,298 for the Federal Employees Health Benefits (FEHB) program; and \$332 for Federal Employees Group Life Insurance (FEGLI). In FY 2018, OPM funded \$390,584 for pension, health, and life insurance benefits on behalf of USTDA's employees. These amounts are included in USTDA's FY 2019 and FY 2018 financial statements, respectively.

The actuarial present value of accumulated benefits, assets available for benefits, and unfunded pension liability of CSRS and FERS is not allocated to individual departments and agencies and is therefore not disclosed by USTDA. The reporting of these amounts is the responsibility of OPM.

USTDA paid approximately \$765,761 and \$736,965 for retirement system coverage for its employees during FY 2019 and FY 2018, respectively.

(n) Classified Activities

Accounting standards require all reporting entities to disclose that accounting standards allow certain presentations and disclosures to be modified, if needed, to prevent the disclosure of classified information.

(o) Use of Estimates

Management has made certain estimates and assumptions when reporting in these financial statements on assets and liabilities. Management's estimates and assumptions are also used in expenses and note disclosures. Actual results could differ from these estimates. Significant estimates underlying the accompanying financial statements include depreciable lives of property and equipment with no residual value, and the grants payable accrual. USTDA used a ratio of the average of accounts payable to unpaid obligations over a three-year period and applied the resulting percentage to calculate the current year's estimate of accounts payable.

NOTES TO FINANCIAL STATEMENTS

September 30, 2019 and 2018

(2) Fund Balance with Treasury

Fund Balance with Treasury represents USTDA's undisbursed budgetary authority and funds to be returned to Treasury at September 30, 2019 and 2018, as follows:

	2019	2018
Fund Balance:		
Appropriated funds	\$ 185,677,122	\$ 166,050,377
Total	\$ 185,677,122	\$ 166,050,377
Status of Fund Balance with Treasury:		
Unobligated balance:		
Available	\$ 28,929,819	\$ 16,646,619
Unavailable	15,460,963	7,379,411
Obligated balance not yet disbursed	141,286,340	142,024,347
Total	\$ 185,677,122	\$ 166,050,377

Unobligated fund balances are either available or not available. Amounts are reported as not available when they are no longer legally available to USTDA for obligation. However, balances that are currently reported as not available can change over time, because they may be used to increase the amount of the initial obligation to cover additional expenditures that relate to these obligations.

(3) Accounts Receivables

Accounts receivable as of September 30, 2019 and 2018 consist of the following components:

	2019	2018
Accounts receivable — Intragovernmental:		
U.S. Department of State	\$ 1,456,578	\$ 624,618
U.S. Agency for International Development	13,552	39,928
Total	\$ 1,470,130	\$ 664,546

The accounts receivable from the Department of State and the USAID related to services provided by the Agency under the US-ACEF and Power Africa Roadmap program agreements, respectively.

NOTES TO FINANCIAL STATEMENTS

September 30, 2019 and 2018

(4) General Property and Equipment, Net

General property and equipment and related accumulated depreciation balances at September 30, 2019 and 2018, are as follows:

September 30, 2019				
Class of Asset	Service Life	Acquisition value	Accumulated depreciation/ amortization	Net book value
Computer Equipment	5 years	\$ 975,230	\$ 601,103	\$ 374,127
Furniture and Fixtures	10 years	429,917	246,411	183,506
Computer Software	5 years	107,857	73,982	33,875
Other Equipment	10 years	373,776	238,452	135,324
Leasehold Improvements	10 years	1,932,719	280,512	1,652,207
		<u>\$ 3,819,499</u>	<u>\$ 1,440,460</u>	<u>\$ 2,379,039</u>

September 30, 2018				
Class of Asset	Service Life	Acquisition value	Accumulated depreciation/ amortization	Net book value
Computer Equipment	5 years	\$ 975,830	\$ 450,655	\$ 525,175
Furniture and Fixtures	10 years	416,747	252,529	164,218
Computer Software	5 years	107,857	55,487	52,369
Other Equipment	10 years	382,302	200,092	182,210
Leasehold Improvements	10 years	1,838,170	91,908	1,746,262
		<u>\$ 3,720,906</u>	<u>\$ 1,050,671</u>	<u>\$ 2,670,234</u>

Depreciation expense for fiscal years ended September 30, 2019 and 2018 was \$419,923 and \$298,336, respectively.

During FY 2019 and 2018, USTDA purchased property and equipment in the amount of \$136,780 and \$2,306,815, respectively. The FY 2019 additions primarily relate to computer equipment and furniture and fixtures. In addition, during FY 2019, USTDA retired \$38,188 in property and equipment with related accumulated depreciation amounting to \$29,137, representing a loss on disposals of \$8,052. During FY 2018, USTDA retired \$236,281 in property and equipment with related accumulated depreciation amounting to \$224,189, representing a loss on disposals of \$12,092.

NOTES TO FINANCIAL STATEMENTS

September 30, 2019 and 2018

(5) Liabilities

Total liabilities represent the sum of liabilities not covered by budgetary resources and those covered by budgetary resources. As of September 30, 2019, and 2018, total liabilities were as follows:

	<u>2019</u>	<u>2018</u>
Intragovernmental:		
Accounts payable	\$ 290,260	\$ 275,848
Deferred rent	886,774	901,841
Other liabilities	—	7,426
Total intragovernmental	<u>1,177,034</u>	<u>1,185,115</u>
Liabilities with the public:		
Accounts payable	13,501,575	11,204,023
Accrued annual leave	477,222	429,219
Accrued payroll	348,397	292,203
Total liabilities with the public	<u>14,327,194</u>	<u>11,925,444</u>
Total liabilities	<u>\$ 15,504,228</u>	<u>\$ 13,110,559</u>
Total liabilities not covered by budgetary resources	\$ 1,363,996	\$ 1,338,486
Total liabilities covered by budgetary resources	<u>14,140,232</u>	<u>11,772,073</u>
Total liabilities	<u>\$ 15,504,228</u>	<u>\$ 13,110,559</u>

All liabilities other than the unfunded accrued leave are considered to be current liabilities. Approximately \$12.2 million of the accounts payable balance as of September 30, 2019 relates to grant payments owed but unpaid. This balance was \$10.3 million as of September 30, 2018.

As discussed in Note 6, USTDA took occupancy of its current building space in March 2018, from which point it received a rental abatement for six months through August 2018. The impact of straight lining the rent expense was recorded as deferred rent in FY 2018 and is amortized over the remaining lease period through February 2028.

NOTES TO FINANCIAL STATEMENTS

September 30, 2019 and 2018

(6) Leases

USTDA has no capital leases. Regarding its building lease, the General Services Administration (GSA) entered into a lease agreement for USTDA's rental of its current building space with the lease term commencing on February 24, 2018. USTDA also entered into an Occupancy Agreement with GSA for a ten-year term, with a five-year renewal option period. USTDA pays GSA a standard-level users' charge for the annual rental which, approximates the commercial rental rates for similar properties.

USTDA took occupancy of its current building space in March 2018, from which point it received a rental abatement for six months, through August 2018. In FY 2018, USTDA paid a total of \$819,775 in rental payments and recorded a total of \$1.7 million in rent expense considering the value of the deferred rent discussed in Note 5. In FY 2019, USTDA paid approximately \$1.8 million in rent expense. Future lease payments will be made in accordance with the Occupancy Agreement between USTDA and GSA.

Below is a schedule of estimated future payments for the terms of the lease:

Fiscal Year	Total
FY 2020	\$ 1,824,836
FY 2021	1,841,791
FY 2022	1,859,254
FY 2023	1,877,242
FY 2024 and beyond	8,493,298
Total future lease payments	<u>\$ 15,896,421</u>

NOTES TO FINANCIAL STATEMENTS

September 30, 2019 and 2018

(7) Disclosures Relating to the Statement of Budgetary Resources

New Direct and Reimbursable obligations and upward adjustments reported on the Statement of Budgetary Resources for the years ended September 30, 2019 and 2018, consisted of the following:

	<u>2019</u>	<u>2018</u>
Category A — Direct obligations for operating expenses	\$ 17,539,596	\$ 19,469,800
Category B — Direct obligations for program expenses	52,533,786	56,302,116
Category B— Reimbursable obligations for program expenses	4,289,453	1,958,767
Total obligations and upward adjustments	<u>\$ 74,362,835</u>	<u>\$ 77,730,683</u>

The unobligated balance at September 30, 2018 was \$24,026,030. USTDA recorded prior year recoveries of \$12,944,848 offset by cancelled expired authority totaling \$2,336,125, resulting in an unobligated balance brought forward on October 1, 2018 of \$34,634,753.

The unobligated balance at September 30, 2017 was \$14,330,727. USTDA recorded prior year recoveries of \$5,169,302 and transfers from re-appropriations of \$3,213,860, offset by cancelled expired authority totaling \$2,224,479, resulting in an unobligated balance brought forward on October 1, 2018 of \$20,489,410.

(8) Undelivered Orders

At September 30, 2019 and 2018, undelivered orders balances consisted of the following:

	<u>2019</u>	<u>2018</u>
Federal	\$ 12,747,230	\$ 9,386,467
Non-Federal	120,468,835	124,835,960
Total undelivered orders	<u>\$ 133,216,065</u>	<u>\$ 134,222,427</u>

(9) Permanent Indefinite Appropriations

No-year funds as of September 30, 2019 and 2018 exist for the following purposes:

	<u>2019</u>	<u>2018</u>
General program activities	\$ 475,959	\$ 475,959
Support for feasibility studies and activities (NIS and SEED)	46,667	46,667
Total permanent indefinite appropriations	<u>\$ 522,626</u>	<u>\$ 522,626</u>

NOTES TO FINANCIAL STATEMENTS

September 30, 2019 and 2018

(10) Reconciliation of Net Cost to Net Outlays

Budgetary accounting is used for planning and control purposes and relates to both the receipt and use of cash, as well as reporting the federal deficit. Financial accounting is intended to provide a picture of the government's financial operations and financial position, so it presents information on an accrual basis. The accrual basis includes information about costs arising from the consumption of assets and the incurrence of liabilities. The reconciliation of net outlays, presented on a budgetary basis, and the net cost, presented on an accrual basis, provides an explanation of the relationship between budgetary and financial accounting information. The reconciliation serves not only to identify costs paid for in the past and those that will be paid in the future, but also to assure integrity between budgetary and financial accounting. The analysis on the following page illustrates this reconciliation by identifying the key differences between USTDA's net cost of operations and net outlays.

NOTES TO FINANCIAL STATEMENTS

September 30, 2019 and 2018

	Intra- governmental	With the public	Total FY 2019
Net Cost of Operations	\$ 3,751,298	\$ 56,103,402	\$ 59,854,700
Components of Outlays			
Property, plant, and equipment depreciation	—	(419,923)	(419,923)
Property, plant, and equipment disposal and revaluation	—	(8,052)	(8,052)
Increase/(decrease) in assets:			
Accounts receivable	805,584	—	805,584
Increase/(decrease) in liabilities:			
Accounts payable	(14,412)	(2,297,552)	(2,311,964)
Salaries and benefits payable	—	(56,194)	(56,194)
Other liabilities and deferred rent	22,493	(48,004)	(25,511)
Other financing sources:			
Federal employees retirement benefit costs paid by OPM and imputed to the agency	(438,290)	—	(438,290)
Total components of net cost that are not part of net outlays	375,375	(2,829,725)	(2,454,350)
Components of Net Outlays That Are Not Part of Net Cost:			
Acquisition of capital assets	—	136,780	136,780
Total components of net outlays that are not part of net costs	—	136,780	136,780
Net outlays	<u>\$ 4,126,673</u>	<u>\$ 53,410,457</u>	<u>\$ 57,537,130</u>

OTHER INFORMATION

As of and for the year ended September 30, 2019

Summary of the Financial Statement Audit and Management's Assurances**TABLE 1: SUMMARY OF FINANCIAL STATEMENT AUDIT:**

Audit Opinion	Unmodified				
Restatement	No				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Ending Balance
Review of Accounts Payable and Other Journal Entries	1	0	1	0	0
Total Material Weaknesses	1	0	1	0	0

TABLE 2: SUMMARY OF MANAGEMENT ASSURANCES:**Effectiveness of Internal Control over Financial Reporting (FMFIA § 2)**

Statement of Assurance	Unmodified					
	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
Material Weaknesses	0	0	0	0	0	0
Total Material Weaknesses	0	0	0	0	0	0

Effectiveness of Internal Control over Operations (FMFIA § 2)

Statement of Assurance	Unmodified					
	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
Material Weaknesses	0	0	0	0	0	0
Total Material Weaknesses	0	0	0	0	0	0

Conformance with Financial Management Systems Requirements (FMFIA § 4)

Statement of Assurance	Systems conform to financial management system requirements					
	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
Non-Conformances	0	0	0	0	0	0
Total Non-Conformances	0	0	0	0	0	0

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1101 Wilson Boulevard, Suite 1100 ■ Arlington, VA 22209
PHONE: (703) 875-4357 ■ WEB: www.ustda.gov